

ANNUAL REPORT 2023



BEST CARE, DEEPEST NEEDS



**FOR MANY PEOPLE
WE CARE FOR, THERE'S
SIMPLY NO ONE ELSE
TO TURN TO.**

We've made it our ambition to say yes, especially to those who need us most – when behaviours impact on care or are misunderstood. When there's no place to call home, or home is too far away for support. When taking just one step feels too hard, or even when death is at the door.

That's where we want to be – our greatest strengths for the deepest needs – so you can hear us say, 'you're not alone'. For more than 90 years – whether in the Great Depression, a global pandemic or just the toughest time in your life – this has been our Mission: improving quality of life for people in need.

**And that's what you'll find woven
through every story, every statistic,
every dollar in our Annual Report 2023.**

Contents

1

THE GREATEST NEED

- 4 Chair report
- 5 Chief Executive Officer report
- 7 Next Chapter progress
- 8 Highlights of the year
- 10 Service locations

2

WE SAY YES

- 14 Residential Care
- 16 HammondCare At Home
- 18 Dementia Support Australia
- 20 The Dementia Centre
- 22 Palliative Care
- 24 Homelessness
- 26 Volunteers
- 28 Pastoral Care

3

BECAUSE WE CARE

- 30 HammondCare Foundation
- 32 Research
- 34 Social dividend
- 36 Sustainability
- 37 People are precious
- 38 Our Board
- 40 Operational insights
- 42 Financials
- 44 Our frontline

FERN empowers a dedicated team of community care workers in service of others

THE GREATEST NEED

Towards next chapter

CHAIR REPORT

As an independent Christian charity, we are strongly motivated to support those most in need.



KOK KONG CHAN

To increase our care where others can't or won't, we need not only a powerful commitment to our Mission, but a well-run and financially sustainable business where our team are supported to do their best every day.

I am deeply thankful for our whole team, including volunteers, for their passion to improve quality of life for people in need, reflecting the practical love inspired by the life of Jesus.

Whether serving on the Board, or sitting by a dying patient's bed. Whether walking alongside a person living with dementia, or a patient trying to get back on their feet. Whether ensuring our team receives the pay and conditions they deserve, or passing on essential skills and training.

Across all these roles and more I am inspired by our collective willingness to say 'yes, we can help'. It's what Jesus modelled when he washed his disciples' feet, about which our founder Rev Bob Hammond said: 'One day it dawned on me that this was not something to applaud or to contemplate in wonder, but something his followers are expected to do.'

Of course, such a high commitment to our Mission comes with many challenges, and financial sustainability has been one of these – in the aftermath of the pandemic and severe workforce shortages, as well as unprecedented levels of reform.

This is common across the sector and the positive news is that our overall strength as an organisation, and our exemplary commitment to good governance and management, means we are already turning that financial corner. These challenges also deepen our appreciation for the important contribution of our donors and supporters.

We have not let the financial pain distract us from continuing to invest in people and systems and from moving forward – meeting the new requirement to provide nurses 24/7 across our residential care services and continuing to exceed sector benchmarks such as above average care minutes. And we passed on every dollar of the much-deserved aged care pay rise.

We also progressed new projects, as detailed elsewhere in this report, including the opening of HammondCare Miranda Mason and construction of HammondCare Daw Park, Adelaide. We are also looking ahead to new opportunities to serve the vulnerable in the way that HammondCare knows how.

Most importantly, we have not compromised on our quality of care and have lifted quality ratings while reducing the incidence of risk. Both measures point to better care for people in need.

At a Board level, we welcome the continued work of our Association Development Committee. I also remain indebted to the faithful service of my fellow Board Directors, with special mention of Dr Annette Britton who is stepping down after nine years.

We continue to work closely with CEO Mike Baird and his Leadership Team and are grateful for their courage and competence in difficult times.

None of this would be possible without the gracious provision of God, so please join me in continuing to pray for all who work and volunteer at HammondCare, and for the people we serve.

**Yours in Christ,
Kok Kong Chan**

CHIEF EXECUTIVE OFFICER REPORT

After describing FY22 as 'brutal and courageous', our team have asked if we're ready for some good news. And we are, but the need for courage as an organisation remains high.



MIKE BAIRD AO

While we've left the most brutal days of the pandemic behind, FY23 has been characterised by extremely brave work across HammondCare to deal with the aftermath of several years of intense financial and workforce pressures, as well as the busiest year of reform on record.

The impacts of these pressures can be seen across the sector where residential occupancy declined to 90.9 per cent, home care's surplus per client declined by 21 per cent, and workforce shortages are rated the number one challenge for home care, while residential care needs 12,500 more care workers and nurses to meet reform requirements.

For us, we've continued to see a loss in residential care, but the hardest hit has been in home care, and I want to acknowledge the difficult work undertaken by the home care team to restructure towards sustainability.

Similar work to improve sustainability occurred in health and across our enabling teams. I'm very proud of what we've achieved together to ensure long-term operational viability, while prioritising care for clients, residents and patients.

Despite these efforts we have recorded a significant underlying net deficit of \$22.5 million in FY23, following a restated \$18.1 million loss in FY22.

Early signs of improvement

But as the financial year closed, I was encouraged to see the start of better days – residential occupancy has risen and with better funding through the new Australian National Aged Care Classification (AN-ACC) funding model, we expect residential care to move towards surplus for the first time in years. As well, the hard work in home care, leading to a better balance for this service, will also relieve financial pressure.

I'm confident we can move towards achieving our Next Chapter earnings before depreciation (EBDA) target of 10 per cent, with early results showing a significant turnaround. And our long-term financial position is strong, helped by positive movements in Independent Living Unit valuations and our investment portfolio.

Investing in Mission

We should also be in no doubt, that passion for and investment in our Mission has never been greater. We've continued to grow and progress our Next Chapter Ambition to set the global standard for relationship-based care and increase care for those that others can't or won't.

Some of the good news that shows we have not taken a step backwards includes:

- passing on every dollar of the Work Value Case pay rise to our aged care teams and continuing to offer above-award wages
- opening a remarkable new multistorey aged care home, Miranda Mason, in Sydney's south-east
- opening other dementia and respite cottages in various locations
- early-stage planning for a second care home for older people experiencing or at risk of homelessness
- helping Dementia Support Australia rapidly grow referrals and reach across the nation
- presenting a brilliant International Dementia Conference that moved forward the international conversation about dementia care
- launching a new grassroots death literacy education, the Last Days program
- leading the way in research into homelessness services and advance care planning, among many other areas.

Valuing our people

While achieving so much in difficult financial conditions, we're also very aware that the most important element in making a real difference in people's lives is, in the words of our Next Chapter Strategy, 'best people, highly valued'.

We presented a record number of Service and Mission Awards in the past year – every single award representing outstanding commitment and quality care – with stories that often move me to tears.

In our second Bob Hammond Award presentation, we had three well-deserved recipients who inspire in the way they go above and beyond in their pursuit of relationship-based care. Congratulations to Anna Di Giacomo, Joanne Jarlett and Kerry Organ.

And we continued to celebrate increased training opportunities, in particular our Certificate III graduates, and those furthering their careers with the support of our scholarship programs.

It's a credit to our whole team that our Engagement Survey results covering the FY23 period show a rise in engagement of four per cent to 86 per cent and every survey area improving – despite the challenges faced!

My job as a CEO is often, among many other things, to grieve with those who grieve, and rejoice with those who rejoice. I've done a fair bit of both in the past year and that has been my privilege. But looking forward – inspired daily by many courageous and optimistic colleagues – I believe our focus on quality care, working together, continually improving and meeting complex needs, has positioned us strongly for the future.

Cheers,
Mike Baird

Mike shares a moment of joy with volunteer Hepburn and Social Club member Luisa



NEXT CHAPTER PROGRESS

Measuring our focus on the greatest need

A key part of our Next Chapter Ambition is to increase our care for those that others can't or won't. And while all our services care for people in need, we are determined to be especially available to those who have nowhere else to turn.

This often requires developing unique expertise that ensures we have the capacity to say yes to very complex care needs in a variety of settings. Or, it might be finding ways to fund care for those who might otherwise find it inaccessible.

Services where this ambition is most strongly present include:

- specialist support for people living with severe dementia whose behaviour impacts on their care, such as in our Specialist Dementia Care Units and in the work of Dementia Support Australia
- home care support for older people living in regional and remote areas (28 per cent of HammondCare At Home's client base), with 33 per cent of home care offices and services in regional and remote locations
- high-level care for older people with complex needs and experiencing or at risk of homelessness, such as HammondCare Darlinghurst, which has become home for more than 160 residents since 2020

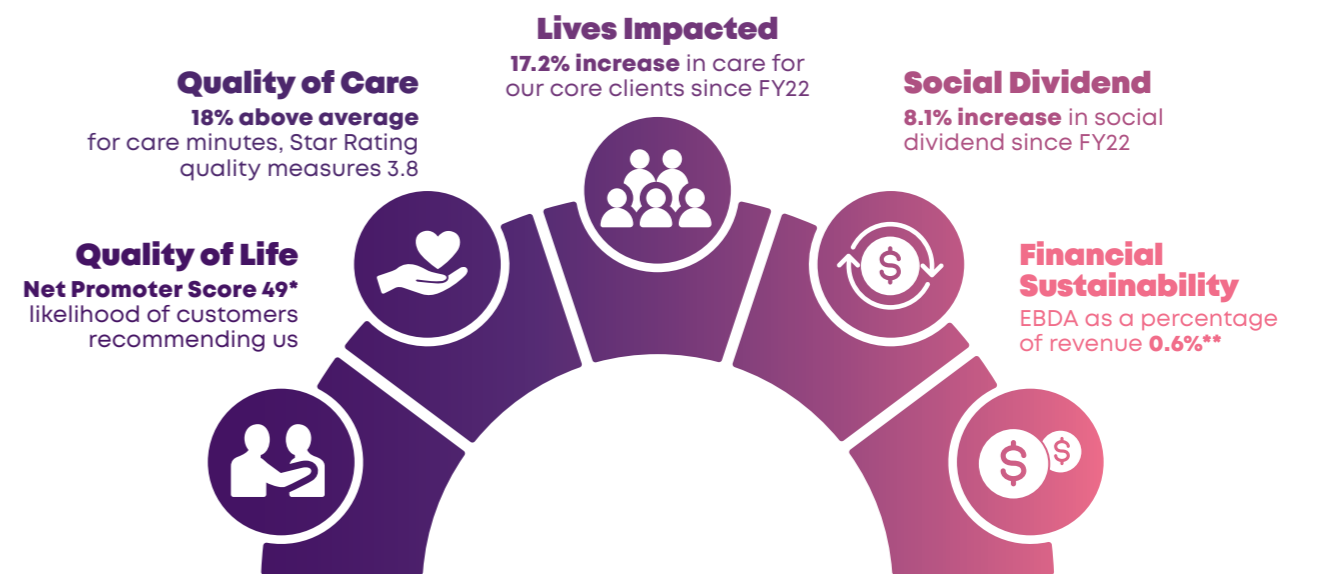
- multidisciplinary palliative care in hospitals and homes for people with life-limiting illness in their last days, where highly skilled practitioners manage end-of-life symptoms to help provide quality of life to the last breath
- finding innovative ways to provide care and support to people in rural and remote areas, such as pain clinics through telehealth and home care that transcends distance barriers.

Overlaid across all our services is our ambition to set the global standard of relationship-based care. One example is our cottage model of care, which began in 1995, that allows empowered teams of care workers to work closely with the same residents in a small household environment.

Once considered outliers for our approach, it has since been backed by the Royal Commission and now in 2023 is the preferred aged care design model of the Australian Government.

What the data says

We're committed to measuring our progress in key Next Chapter Strategy areas.



* Net Promoter Score Survey: Residential & Home Care

** EBDA is earnings before depreciation and amortisation. It's a way of showing cash surplus from operations.

HIGHLIGHTS OF THE YEAR

Care for those that others can't or won't



A well-deserved wage increase

The long-awaited Work Value Case pay rise was announced in the May Federal Budget. With strong advocacy from our CEO, Mike Baird, this was a well-deserved acknowledgement for aged care workers across Australia. Prime Minister Anthony Albanese and Minister for Aged Care Anika Wells thanked the HammondCare team when visiting our Miranda campus, calling aged care workers 'angels on earth'.

New respite care service helps people stay at home longer

A new overnight respite care service in Terrey Hills adds to the vital HammondCare network supporting older people living with dementia or frail care needs to stay at home longer. Short stay guests experience a homelike environment at Bugari Overnight Respite Cottage, receiving expert care from our team while giving carers a well-deserved break.

New addition to Miranda care campus

The \$25 million Miranda Mason frail aged care home opened in Sydney's south. The innovative multistorey design maximises supportive care in a homelike atmosphere, emphasising our commitment to relationship-based care. Miranda Mason complements the existing independent living units and specialist dementia care village offered at the campus.

Building death literacy

HammondCare launched the Last Days program in early 2023, providing practical training in navigating death and dying for individuals caring for someone nearing end-of-life. After a successful 2022 pilot, the program expanded with in-person workshops and online sessions. We continue to collaborate with health, community and aged care organisations to extend program delivery.

Global partners in innovative design

A memorandum of understanding was signed this year between like-minded organisations The Green House Project in the US and Belong in the UK. Sharing HammondCare's passion for the small household model of design, the partnership aims to share learnings and research, and to promote the proven benefits of this innovative care environment.

Transforming our hospitals for families

HammondCare and charity Derek's Place announced a partnership to provide support to young families with a parent receiving end-of-life care. The partnership will create comfortable family friendly rooms at each of our hospitals, preventing young parents from having to make the heartbreaking decision between caring for their children or being with their dying partner.



Joy returns with youthful smiles

Celebrating the revival of our intergenerational programs in residential care, we were thrilled to reunite HammondCare Cardiff with Macquarie Hills Community Preschool. Similar initiatives are also enjoyed at other sites, where local preschools and schools actively engage with residents.

Investing in quality complex care

Our new 30-bed specialist dementia care home, Dartbrook and Segenhoe cottages, opened in Scone. Designed to HammondCare's internationally recognised small household model principles, the \$14 million project consolidates all Strathearn House and Strathearn Village services – continuing our commitment to providing quality aged care for residents in the Upper Hunter region of NSW.

Dementia Support Australia's impact expands

Dementia Support Australia's programs continue to make a significant impact on the severity and impact of behaviours, reducing by 60 to 70 per cent during our interventions. Investment in community outreach has resulted in 99.7 per cent of Local Government Areas with aged care homes being supported.

Celebrating 25 years supporting older persons' mental health

Opened in October 1997, the Riverglen Unit at Greenwich Hospital recently celebrated its 25th birthday! Often overlooked in the mainstream health system, our older people's mental health service, located at Greenwich and Braeside Hospitals, works to improve the person's quality of life and get them back into the community.

At a glance



35,594
cared for



5,321
dedicated staff



750
volunteers



91
service locations



1,249
supporters



\$43.6m
social dividend

SERVICE LOCATIONS

● Residential Care

Cardiff **NSW**
 Erina **NSW**
 Horsley **NSW**
 Scone **NSW**
 Sydney **NSW**
 Darlinghurst
 Hammondville
 Miranda
 North Turrumurra
 Wahroonga
 Waratah **NSW**
 Woy Woy **NSW**
 Adelaide **SA**
 Daw Park (Aug 2023)
 Melbourne **VIC**
 Caulfield

● HammondCare At Home

Canberra **ACT**
 Batehaven **NSW**
 Bathurst **NSW**
 Broken Hill **NSW**
 Cardiff **NSW**
 Coffs Harbour **NSW**
 Dubbo **NSW**
 Erina **NSW**
 Goulburn **NSW**
 Horsley **NSW**
 Kyogle **NSW**
 Lismore **NSW** (Sept 2023)
 Merimbula **NSW**
 Narara **NSW**
 Nowra **NSW**
 Picton **NSW**
 Port Macquarie **NSW**
 Scone **NSW**
 Sydney **NSW**
 Berowra
 Caringbah
 Cromer
 Greenwich
 Hammondville
 Manly
 Miranda
 Mona Vale
 North Turrumurra
 Penrith
 St Leonards
 Terrey Hills
 Wahroonga
 Tweed Heads **NSW**
 Wentworth Falls **NSW**
 Brisbane **QLD**
 Carindale
 Cherside
 North Lakes
 Melbourne **VIC**
 Yarraville

● HammondCare Health

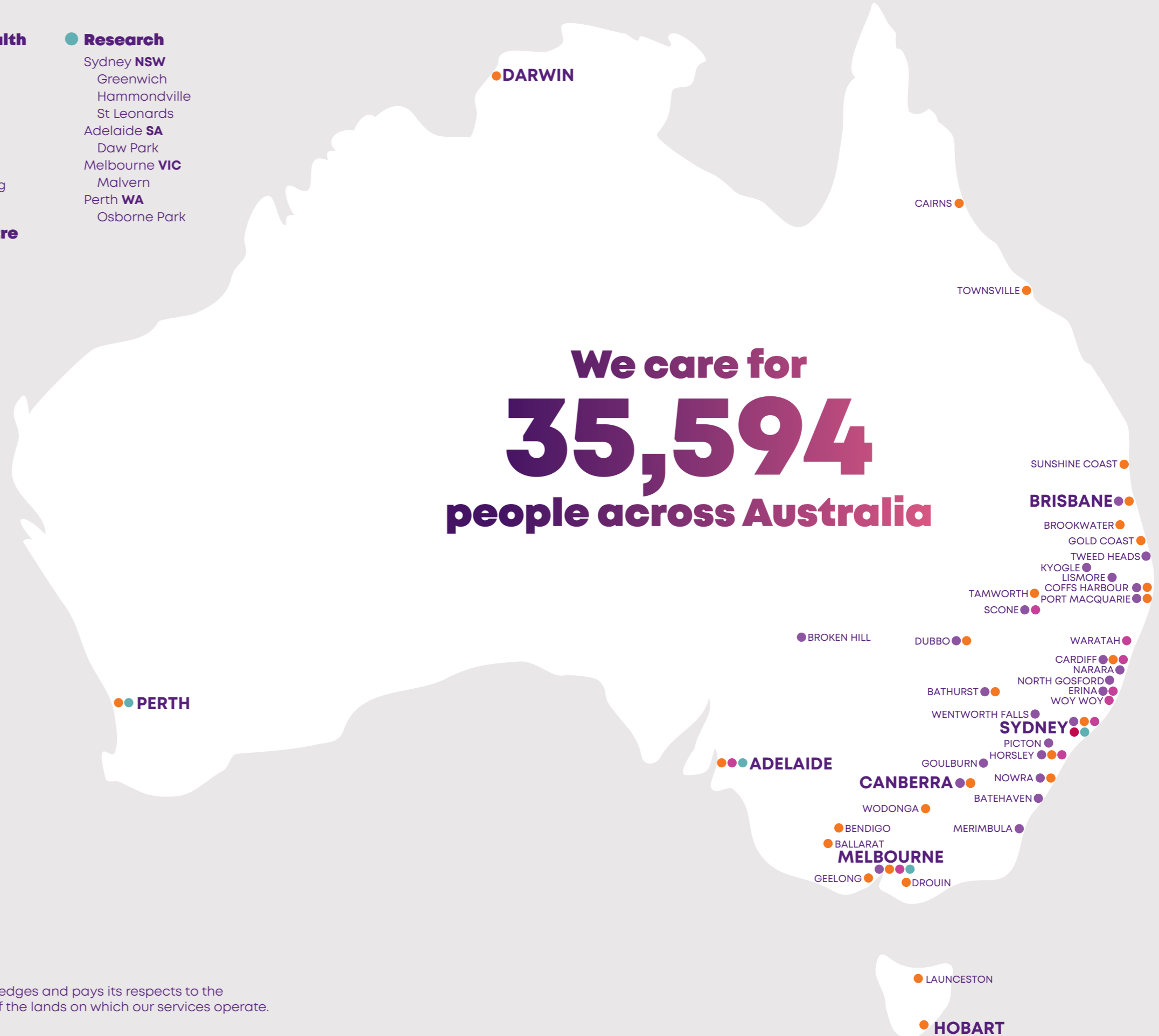
Sydney **NSW**
 Greenwich
 Mona Vale
 Prairiewood
 Wahroonga
 PEACH Program
 South West Sydney
 Centre for Positive Ageing
 Hammondville

● The Dementia Centre

Canberra **ACT**
 Bathurst **NSW**
 Cardiff **NSW**
 Coffs Harbour **NSW**
 Dubbo **NSW**
 Horsley **NSW**
 Nowra **NSW**
 Port Macquarie **NSW**
 Sydney **NSW**
 Greenwich
 Hammondville
 Penrith
 St Leonards
 Tamworth **NSW**
 Darwin **NT**
 Brisbane **QLD**
 Cherside
 Brookwater **QLD**
 Cairns **QLD**
 Gold Coast **QLD**
 Sunshine Coast **QLD**
 Townsville **QLD**
 Adelaide **SA**
 Daw Park
 Hobart **TAS**
 Launceston **TAS**
 Ballarat **VIC**
 Bendigo **VIC**
 Drouin **VIC**
 Geelong **VIC**
 Melbourne **VIC**
 Malvern
 Yarraville
 Wodonga **VIC**
 Perth **WA**
 Osborne Park

● Research

Sydney **NSW**
 Greenwich
 Hammondville
 St Leonards
 Adelaide **SA**
 Daw Park
 Melbourne **VIC**
 Malvern
 Perth **WA**
 Osborne Park



We care for
35,594
 people across Australia

HammondCare acknowledges and pays its respects to the Traditional Custodians of the lands on which our services operate.



The stories of the individuals we serve are powerful reminders of the resilience of the human spirit. Each story is a testament to the strength that can be found in the face of adversity.

These narratives inspire me daily, reminding me of the profound impact our care can have. They reinforce the importance of empathy, kindness and genuine human connection in the work we do.

Each story teaches me something new, enriching my perspective and motivating me to continuously improve the quality of care we provide.



Anna Di Giacomo
Pastoral Care Manager
2023 Bob Hammond Award winner

The Bob Hammond Award is presented annually to recognise a team member's passionate commitment to our Mission, in the spirit of our founder, Rev Bob Hammond. In 2023, Anna Di Giacomo, Joanne Jarlett and Kerry Organ were our worthy winners.



NISHAN leads with compassion in the care of people in need so they feel at home

WE SAY YES

The word that makes all the difference



RESIDENTIAL CARE

Rediscovering a passion: Kay's return to office life

On a day that didn't start particularly well, Kay's took an unexpected turn when Specialised Dementia Carer Nicole unlocked a hidden treasure from Kay's past.

Kay, who lives with dementia, has been a resident at HammondCare Miranda for 18 months. She loves chatting with the team and other residents and keeping busy around the care home. But one day, Nicole noticed that Kay was unsettled, getting increasingly agitated and anxious.

'Kay normally loves to help us get the groceries every day from our village store, and you can often see her taking regular walks in the garden. Being active really seems to bring joy to Kay's day. On this particular morning Kay seemed more anxious. So, we tried something new.'

Knowing Kay's life story and how she had loved her job as an office manager, Nicole invited Kay into the main office to help out for the morning. And for Kay, the familiar environment was a welcome distraction, providing a calming effect almost immediately.

Kay didn't waste any time launching herself straight into her first job to check the roster, making sure everyone had turned up for work. She was pleased to confirm that this was the case.

Next task, to interview a new recruit for an upcoming nursing role. Team member Srijana stepped into role-play as a candidate. At the conclusion of the interview Kay advised Srijana that she would 'go far up the ladder and make her Mum proud', thanking her for coming with a shake of the hand.



Kay and her husband Ken

'Kay returned to her cottage much happier than when she had started her day, with a spring in her step,' said Nicole.

Residential Manager Liza shares, 'Our relationship-based approach to care means we prioritise taking the time to get to know each resident as a person, their own unique story and life experience. Kay's story is just one example.'

Kay's husband Ken visits daily and says, 'It was a difficult period for the whole family when Kay left home and moved into care. We were all anxious. But to see how she is so engaged and happy here, I know we've made the right choice. The team really tries to get to know the person and their family. They're like family, too.'



Kay confirms Srijana 'got the job'

Dignity is top of mind for Kerry and the laundry team

Kerry has been a valued member of the laundry team operations for 35 years, a period that has seen considerable change. When CEO Mike Baird rang to say she'd won the Bob Hammond Award, Kerry was taken completely by surprise – and her team members were thrilled, knowing how deserving she was of the recognition.

Kerry prides herself on knowing the people we care for have their own clothes and they look as good as new. On one occasion a resident had lost her favourite dress, and Kerry and her team went in search for the much-loved item.

'We treat all residents as we would a family member, and we'll do everything in our power to help them find a treasured belonging. That day, after a long search, we found the missing dress hanging in the resident's own room, but not the colour she had told us to look for. I'll never forget her smile as she was reunited with her favourite outfit.'



Laundry Supervisor Kerry (middle) with some teammates

After Kerry was presented with the Bob Hammond Award, she shared, 'I don't do anything special, I'm just happy doing my job.'

Her manager Elizabeth says, 'Kerry and her team make sure the dignity of the people we serve is maintained. Providing residents with clean, pressed clothes expresses care in a deeply personal way, showing them that they really do matter.'

RESIDENTIAL CARE FY23

HammondCare's Residential Care homes are located across NSW and Victoria. Our approach in these homes is to offer a sense of belonging and being at home, with a particular commitment to dementia-specific care.



2,781 people cared for



19 care homes



12 locations



2,341 dedicated staff

HAMMONDCARE AT HOME

When care means learning how to 'bring back the joy'

After losing her husband of 68 years and finding the isolation 'terrible', Maureen moved to live with her son in Brisbane. The challenge now was to meet people in a new city, which wasn't easy, until care worker Margot decided it was time to 'bring back the joy' for this very active 89-year-old.



Maureen and HammondCare At Home care worker Margot enjoy a day out

HAMMONDCARE AT HOME FY23

Home care is a key focus of our Next Chapter Strategy. Offered in NSW, ACT, Victoria and Queensland, our services enable clients to continue enjoying life in their homes, thanks to support from a consistent team of trained care workers.



9,940
people
cared for



656,614
home care
visits



36
locations



1,677
dedicated
staff

Having been supported by HammondCare At Home in Gosford, Maureen says she contacted the Queensland team immediately when moving to Brisbane – 'I wouldn't want anyone else.'

Originally from South Africa, Maureen was used to getting out regularly for outings on the train, going to church or to seniors' clubs when she lived in Gosford.

She was finding it hard to connect in her new location. Her son Yohann – her only Australian family member – provides a wonderful home for his mum, but running a busy accountancy business means he works long hours every day.

That's when care worker Margot decided as part of a team-wide initiative that it was time to 'bring back the joy' for Maureen. 'She told me how much she wanted to do more things in the community and connect with others. I was determined to help her,' Margot says. 'I started Googling and we headed off in my car.'

First stop was the local senior citizens club, where they met the coordinator and Maureen learned about many of their activities. They also met other women with similar interests.

Then a visit to the local bus company saw Maureen 'over the moon' as she heard about all the different bus excursions on offer, and that she could be picked up from her door! Finally, they went to the local community centre which offers a range of digital courses. Maureen is already a 'whiz' on the computer but is keen to learn more, so she can keep in touch with family overseas.

As they finished their journey, armed with lots of forms and brochures, Margot says Maureen was bursting with anticipation and a new lease on life.

'It's amazing what you can do in a visit to help and change someone's life.'

Now, a key aspect of Margot's ongoing care for Maureen is helping her to get out and about in her new community. As for Maureen, she says HammondCare certainly knows how to find the right people: 'They're all so considerate and nice. Nothing seems too difficult for them. They really know how to care.'

No two days are the same at our social clubs

Jeff will tell you he's the happiest man alive. Taking a leap of faith, Jeff left his job in the construction industry to help with the running of our social clubs.

'I've always felt a connection with older people; I wanted to help them in some way.'

Jeff and his colleagues coordinate activities for social clubs across northern Sydney. One of his favourite days is Thursday, when he assists with the men's group at one of our social clubs.

'I sometimes take my pizza oven and the members help prepare lunch. Or we have a barbecue. I encourage everyone to get involved, handing out the BBQ tongs. We always have a few laughs!'

Our social clubs enable older people and people with dementia to take a break from their home and daily routines and spend a day socialising. Meanwhile their carers can take some time for themselves, knowing their loved one is safe and having fun.



Phil, a regular at Beachcomber Social Club in Manly, shares, 'It's a place for fellowship and friendship. The lunches are always so delicately prepared and the staff are happy to assist you. It's something I look forward to every week.'

Jeff really enjoys Phil's company: 'He's a bit of a character. I love hearing his stories. Sometimes we just sit and chat, maybe do some art. We always have fun together.'

An unlikely companion helps keep couple at home

A self-described 'worrywart', Chris* was increasingly concerned about his beloved wife Suzie*. The couple had lived a rich life, filled with travel and a deep affection for France. However, since Suzie's dementia diagnosis, Chris couldn't help but think about the possibility of residential care.

Dementia Support Australia's (DSA) Staying at Home program was a beacon of hope for Chris and Suzie. The program offers couples simple, practical advice on how to support a loved one with dementia to continue living at home for as long as possible.

During the three-day, two-night program, which takes place in retreat-style accommodation, Suzie got to try activities tailored to uncover what brought her joy.

'The real breakthrough came when Suzie was able to respond to the robotic companion dog Sammy. It was nonthreatening and she felt at ease. She even felt confident to speak French to it,' Chris says.

Suzie (middle) and Chris (right) with some Staying at Home program team members



The program also shed light on Suzie's sensitivity to loud noises, which was causing distress. From discussions in the program, Chris realised the sensitivity was a result of sensory changes linked to dementia, compounded by her hearing loss.

DSA Consultant Fiona explained, 'Suzie's hearing posed a significant challenge. Noise overwhelmed her, but our team took Suzie outside to connect with nature, indulged in quiet drives with soft music and minimised conversations.'

Chris also worked on his communication skills: 'I learned a lot about how to communicate better with Suzie.'

'I realised my words overwhelmed her, so I started to use non-verbal cues, reducing the number of words, and discovering new ways to connect.'

'We also use Sammy as a vehicle to communicate simple messages, which Suzie finds less challenging than talking directly to her.'

Back at home, Chris continued to implement the techniques he learned during the program. Painting, and doing papier-mâché together, Suzie even played a word game with Sammy happily by her side.

'I put together a "Memory Book" which contains all the basic facts about Suzie's life, and this helps her feel connected. We show it to her when she asks questions every day about her life or who people are, or to use if she is distressed,' says Chris.

'Every time she asks me a question, I refer her to the book. "Are we married?" And I go to the wedding section that contains the Certificate of Marriage and our wedding photos of the occasion.'

The Staying at Home program, funded by the Australian Government and delivered through Dementia Support Australia, has given Chris hope he can continue to support Suzie at home, where she is settled, happy and he can be both husband and carer.

*Names have been changed on request.

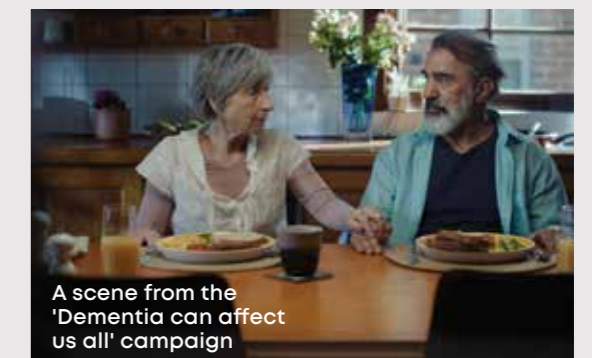
Bold focus on reaching carers in the community

Nearly 270,000 Australians live with dementia at home, yet more care providers access Dementia Support Australia than people caring for a loved one at home. Which is why a bold, realistic and evocative campaign – including a TV commercial – was developed by our in-house marketing team, agency and our dementia experts.

The goal was to connect with people living at home and raise awareness about proactive supports, behavioural changes and living with dementia in the community.

The results, which are ongoing, have been outstanding at addressing this need, at a time when there is a clear preference from people living with dementia to stay at home longer, also backed by the Aged Care Royal Commission and supported by government policy.

Evidence shows behaviour changes are a main driver for early entry into residential care, making proactive behaviour support a focus for home-based carers and community home care providers.



A scene from the 'Dementia can affect us all' campaign

100% increase in visits to the DSA website

11% increase in calls to the DSA helpline

Results determined after the first five weeks of the 'Dementia can affect us all' campaign

THE DEMENTIA CENTRE

Building a better future with dementia design schools

When it comes to establishing the global standard for what makes accommodation work for people living with dementia, The Dementia Centre has played a pivotal role in bringing design experts together from across the world.

From our first International Dementia Conference in 1996, to The Dementia Design Schools we launched in 2012, these forums have become important to inform and shape design knowledge.

People with dementia are at the heart of our dementia design schools, arriving at a critical moment in Australia with the development of the federal government's new Residential Aged Care Accommodation Framework.

The research and lived experiences that inform our schools are reflected in the standards being considered by government.

The Dementia Design School helps providers understand and navigate the new standards and their underlying principles when collaborating with architects and interior designers. This presents a unique opportunity to reconfigure, retrofit and refurbish care spaces to be more enabling.

The approach that guided the construction of our first cottage-style aged care home in 1995 has now become the benchmark for innovation in design.

Disseminating these carefully developed ideas is The Dementia Design School's goal – whether it's contributing to the National Aged Care Design Principles and Guidelines, or sharing research and practice on dementia-friendly principles and features through the School's workshops.



Cottage-style design at HammondCare Horsley

Australia's aged care sector is on the cusp of a new era. The days of institutional settings – with confusing, identical corridors and vast chair-lined rooms – are officially over.

In their place will be principles and guidelines ensuring that residents of aged care homes live in a smaller homelike atmosphere, with access to the outdoors and interaction with the broader community.

'The workshop I attended was incredibly valuable and very enlightening.'

Provider feedback

THE DEMENTIA CENTRE FY23

The Dementia Centre was founded by HammondCare in 1995 as an impartial resource and provider of research and expertise to the aged and dementia care community – in Australia and internationally.



19,278
people
cared for



372,848
service activities
across DC & DSA



31
locations



313
dedicated
staff



The Dementia Design School participants explore new ideas

Power of love

Gary* was just 56 when diagnosed with Alzheimer's disease. A devoted husband and father, Gary loved his work, garden and walks with family. As Gary's condition progressed, he expressed his distress by pacing, refusing care, and hitting and pushing those in his way, making it difficult for his wife Lisa*, and mainstream care homes, to support him. In July 2022, Gary came to our Caulfield Specialist Dementia Care Unit (SDCU).

Dementia Centre Advisor Shuan pinpointed triggers for his behaviour: 'Gary finds it difficult to rest. When he's distressed, he walks faster, pushing people out of his way.'

Shuan suggested strategies for personal care and reminiscing with Gary about his family and previous work life, helping him to feel understood, valued and safe. Strategies were shared and modelled for the care team.

Activities like gardening, exercise and music were included, along with reducing medication and addressing pain. These strategies eased Gary's distress, allowing him to be discharged from the SDCU.

Recently, Gary turned to Lisa, looked deeply into her eyes and kissed her, indicating without words how much he loved her. Lisa turned to Shuan and said, 'It's wonderful. I have my Gary back.'

Since the inception of the Dementia Centre Advisor initiative in August 2022, 13 advisors have supported more than 500 residents in HammondCare residential homes.



Shuan (left) and Lisa use the past to help Gary reconnect with the present

* Names have been changed on request.

Margaret's dream fulfilled, living life to the end

When Margaret received her cancer diagnosis, her first response was: 'You've made a mistake. I've still got so much to do. And I have to see The Tina Turner Musical.' Thanks to HammondCare Foundation's Dreams Project, Margaret got to see the show, supported by palliative care nurse Trish.

Margaret was a larger-than-life character, who loved dressing up and going out, musicals being one of her favourite pastimes. Younger sister Denise remembers Margaret always loving life: 'She was always going to movies, shows, dinners – and was hardly ever at home. Margaret was also fiercely independent, once travelling to Circular Quay by train to watch the fireworks on New Year's Eve with hordes of other people.'

After her diagnosis, Margaret was in and out of hospital with her symptoms; however, her desire was always to return home for as long as possible.

Our community palliative care team visited Margaret and supported her to live comfortably at home: palliative care specialist doctors and nurses helped with symptoms and pain management; the occupational therapist supported her to remain independent by providing the right equipment. Our physiotherapist supervised gentle exercises to maintain her mobility, the social worker assisted with counselling and connection to community services, and a pastoral care coordinator provided emotional and spiritual support.



These different palliative care supports enabled Margaret to remain at home as she waited eagerly for The Tina Turner Musical date to arrive. Margaret had previously expressed a wish to go to one last musical and was referred on to the Dreams Project. Aware that her time was limited, she would often comment, 'I am hanging on to get to that show!'

Anne, a social worker with the Dreams Project, helped with the logistics, making sure that Margaret was transported safely to and from the theatre in a wheelchair taxi with a nurse escort. 'I knew how desperately she wanted to see The Tina Turner Musical. There was a delay in availability of wheelchair accessible seating, so Margaret had to patiently wait until that became available.'

Palliative care nurse Trish was pivotal on the day of the musical: 'Even though Margaret said it was a bit noisy, she was clearly enjoying herself.'



'I wanted Margaret to feel she was completely supported so she could focus on just having a good time.'

Denise shares, 'Her original prognosis was only three months. As is typical of her, she organised her own farewell party – also inviting local suppliers from her local wine shop and favourite Thai restaurant,

so she could say goodbye. It was a party atmosphere, a real celebration. She wore boots, a red dress and a hat, just like she would if she was going out for a special event.

Margaret was absolutely thrilled that, thanks to the Dreams Project, she got to experience The Tina Turner Musical. She was admitted to hospital five days afterwards, where she died 16 days later. I knew she died happy, having this wish fulfilled.'



Emily comforts a patient at Neringah Hospital

The small things that mean so much

Palliative care nurse Emily has learned firsthand that the experience of death is unique for each person.

When Emily graduated as a registered nurse in 2019, her close relationship with her grandparents inspired her to work in aged care – where she first witnessed the impact of palliative care, now her chosen field of work.

Alongside clinical care, supporting the patient and family holistically is a key part of her role. This can be expressed in the small things that mean so much – holding a patient's hand, or a favourite blanket brought in specially from home.

'I feel privileged to share their final moments, making sure they know they're not alone. It's important for me to know that someone has died peacefully.'

Emily appreciates the support of her manager and the pastoral care team when her job is particularly challenging, like when her schoolteacher was admitted to the palliative care ward.

Despite the emotional challenge in her role, Emily is driven by a passion for supporting people and their families when they need it most.

Emily's manager Kylie adds, 'Emily has an amazing gift – being able to connect deeply with people, providing comfort and reassurance at a very challenging time in their lives; it's very special.'

HAMMONDCARE HEALTH FY23

HammondCare's health services provide palliative and supportive care, rehabilitation, mental health care for older people, pain management and other vital support services.



3,595
people cared for in hospital



15,545
positive ageing visits by allied health



39,765
community and outpatient occasions of care



50,568
bed days



609
dedicated staff

HOMELESSNESS

From horror show to the best of homes and support

The inner-city boarding house Kenny, 82, lived in for 12 years may have been derelict, with doors held together with tape, but it was home for him and his cat Willow – until it wasn't.

A change of management turned the once bearable and affordable accommodation into a 'horror show' that was increasingly dangerous for Kenny and Willow.

'I was terrorised for 12 months, I was literally petrified,' Kenny says. With nowhere to go where he could be with his cat, Kenny held on under increasing pressure as he was threatened and unable to sleep. A brick was thrown at him one day and rats put in his shoes.

Kenny found himself wrung out, unable to support himself and at risk of being homeless. Then a referral to HammondCare Darlinghurst turned his world around.

'The first month I was here I literally slept all the time. I was upset because I had to leave my cat. I know that might sound crazy, but I'd had her for 12 years and she meant so much to me.

'Luckily and very kindly they said, you can bring your cat with you, and so Willow turned up, and she's as good as gold.'

Kenny was also offered the choice of having his meals in his room or with other residents: 'I thought after the 12 months I'd had, I needed to be with people. So, I started eating with the other residents, and I've never stopped.'

Describing the Darlinghurst team, Kenny says, 'I don't have one complaint, not one. They have been so nice to me.'

Kenny's experience highlights the relationship-based, trauma-informed care that sets Darlinghurst apart – where freedom, flexibility and independence complement high levels of complex care, delivered within a stable, comfortable and safe permanent home.



Chantel, Darlinghurst Residential Manager

And of course, daily life in the care home is richer because of the gifts, talents and personalities of the residents.

Residential Manager Chantel says, 'Kenny is so engaging, so bright, so happy – he's done wonders for the other residents here as well.'

Chantel says alongside a safe and comforting home, high levels of care result in great health outcomes as well.

'Residents attend medical appointments they would not have got to otherwise. Residents put on weight when they come here – we've even had residents with wounds they were told would never heal, and we've helped heal them here.'

Research into care at Darlinghurst has confirmed that it significantly improved residents' wellbeing and quality of life while also maintaining physical functioning.

A significant reduction in PTSD was another finding.¹ Darlinghurst is our leading homelessness service, continuing the legacy of more than 90 years' support for the most vulnerable, which began with homes for destitute families in the Great Depression.

We're now in the early stages of planning for a second home for older people experiencing or at risk of homelessness.



Kenny and his beloved cat Willow

HOMELESSNESS FY23

In 1932 HammondCare began supporting homeless people. Now, Darlinghurst is our latest response to this pressing need.



17,000
older Australians experiencing homelessness



160+
older people supported at Darlinghurst since opening



100%
residents who report improved health



\$32,000
community savings per resident, per year

1. O'Connor et al. 'An Australian aged care home for people subject to homelessness: health, wellbeing and cost-benefit', BMC Geriatrics 2023; 23:253.

VOLUNTEERS

Sharing the sweet gift of joy

Volunteers Olivia and Wayne lead very different lives, but the one thing in common is to bring joy through the priceless investment of their time.

When retired carpenter and furniture builder Wayne started volunteering at HammondCare, Volunteer Coordinator Emma asked him to create a 'lolly trolley*' for residents, so they could enjoy a special treat.

Wayne has since made a total of eight trolleys for our care homes, with more on the way.

Emma shares, 'We've also asked Wayne to help make garden trolleys for residents who love to garden, so they can use them for potting up plants. We're very grateful to have Wayne as part of our team, impacting quality of life in such a positive way.'

HammondCare matches volunteers to their passions and skills with the appropriate task or activity.

'We hit the jackpot with Wayne, who is passionate about building and is able to share a lifetime of experience.'

Wayne shares, 'I'm pleased to be able to use my skills in this way to help other people. To be a volunteer you need to bring a flexible approach, be prepared to stretch yourself a little. It's very rewarding – works both ways.'



Psychology student Olivia decided to join our volunteer program when she found spare time between her university and study commitments.

She was inspired by an intergenerational program she watched on TV, featuring care home residents and pre-schoolers, which piqued her interest in aged care.

Olivia loves her role as a lolly trolley volunteer, wheeling one of Wayne's bespoke trolleys round the care home cottages, chatting to residents as she distributes timeless favourites such as musk sticks, jellybeans and liquorice all sorts – and sugar free options as well.

For Olivia, it's about giving back in some way: 'It's very rewarding to bring joy into people's lives, even for a little while. I was a bit hesitant to volunteer at first, but the team at HammondCare provides such a welcoming environment. They really value volunteers and their contribution. It's been such a wonderful experience. I would definitely recommend it.'

For a nationwide campaign earlier this year to encourage more volunteers to join HammondCare, CEO Mike Baird said, 'I invite you to come and share your passion too, because you will be surprised by the joy you will bring.'

* We thank HammondCare Foundation and their supporters for assistance with funding for the trolleys.



**LEARN MORE ABOUT
VOLUNTEERING AND HOW YOU
CAN BE PART OF THE TEAM**

A deep connection through pastoral care

Husband and wife team Derek and Frances joined HammondCare as volunteers 12 years ago. They've been building unique connections with residents ever since.

Frances and Derek were inspired by HammondCare's model of care – the sense of a real home, where residents feel empowered in their lives, supported by care teams who get to know each resident and their personal story.

Adopting this approach in their weekly visits, the couple offers residents spiritual care in personalised, meaningful ways. This could be chatting, or praying and reading from the Bible, or sharing a walk around the garden and admiring the communal vegetable patch.

Derek and Frances feel blessed to be welcomed into the lives of the residents and their families. A special moment for Frances was being invited by a resident's family to say a last goodbye: 'It was a privilege to be there with her. God does wonderful things in connecting us.'

Derek made a particularly significant connection with a resident, a former pastor: 'We prayed together and he encouraged me to follow my faith. Our conversations could be very deep. I miss that time with him, now he's with his Lord.'

Pastoral Care Coordinator Mark shares, 'Frances and Derek create an intimate space of trust and kinship. We look for that passion to care for residents in the same loving way, like they are family.'

For information on HammondCare's Spiritual Care Series training for volunteers, please contact spiritualcareseries@hammond.com.au



PASTORAL CARE

Caring when others won't

Pastoral Care Manager Joanne, a 2023 Bob Hammond Award winner, showed what it is to live our Mission in Action, making sure Lily*, without family support, wouldn't die alone.

'Sometimes our work can be confronting. When the resident first came into our care, the family member present said in front of her, "Ring me when Mum is dead." We were all shocked,' shares Joanne.

Joanne wasted no time welcoming Lily into the HammondCare family, finding out about her life – her interests and passions. A favourite pastime was simply walking in the garden with Joanne, when they would share their joy of singing hymns; 'Amazing Grace' being a regular favourite.

'Lily was such a lovely lady. It is sometimes hard to understand why people don't come to visit their loved ones. But my job is not to worry about that, it's about treating people in our care with the dignity and respect they deserve.'

As Lily was nearing the end of her life, Joanne asked the care team to keep her informed: 'I didn't want her to die alone. When I got the phone call, I ran from the other end of the care home to be with her. I held her hand and said, "I'm here for you. You're not alone." She looked up, acknowledging my presence. I then read

out scripture passages and sang one of her favourite songs, "Jesus Loves Me".'

Thanks to Joanne, Lily died peacefully, knowing that someone who loved her was by her side. 'It is such a blessing and a privilege to be with someone when they leave this world to be with God.'

Joanne has been with HammondCare's Pastoral Care team since 2015, supporting the spiritual and emotional needs of the people we care for. 'But I couldn't do it without the support of my colleagues and my manager.'

Joanne appreciates the freedom she has in her role to be creative, to respond as she sees fit at the time, and 'helping to champion people's lives until the very end'.

Steve Calder, General Manager of Pastoral Care, shares, 'Joanne's selfless ability to get to the spiritual heart of each person is a great example of how best-practice spiritual care is personalised, relationship-based and takes a bit of time, but is so often regarded with that sense of peace in the hearts of residents, clients and patients and their families.'



Pastoral Care Manager and Bob Hammond Award recipient, Joanne

* Name has been changed on request.



JOYCE serves healthcare patients and their loved ones with a passionate heart

BECAUSE WE CARE
We invest every dollar in caring for people

Lending a 'Helping Hound' to residents living with dementia

Animal engagement is one of HammondCare Foundation's life-changing programs, as we strive to help people in need across aged, dementia and palliative care.



Lending a 'Helping Hound' to residents living with dementia

Therapeutic animal engagement sessions are proven to alleviate feelings of anxiety, depression and agitation, providing calm for people living with dementia. HammondCare partnered with Greyhound Rescue to create the Hounds Helping Humans program, funded by generous donations. The program is especially beneficial for over half of aged care residents who are living with dementia.

These helping (grey)hounds are beautiful, rescued animals with a renewed purpose in therapy thanks to their calm and gentle nature. They are also the perfect height for people who are in wheelchairs or confined to beds. Their ability to encourage social engagement from residents is significant. In one instance, a non-verbal resident living with dementia smiled and spoke his only sentence for the week when a greyhound was brought in to visit his bedside.

Rekindling cherished memories for residents

For HammondCare Horsley resident, Helen, an ardent animal lover, the program has brought immeasurable joy and rekindled cherished memories of her beloved pet dog, Tammy, who held a special place in her heart.

'Her name was Tammy, and if she saw that I was unhappy, she'd lift my arm up and sit on my lap, and I'll never forget that as long as I live. My dear little Tammy, one day I'll be with her again.'

The greyhounds are so human, they're beautiful! I've always loved animals and it's lovely to see them. I would see them every day if they would visit every day.'

Generous support meant more visits – and more joy

Thanks to generous donations, we raised enough funds to work towards our goal to expand this program from 3 to 17 sites. This expansion will help to support more than 2,000 aged care residents in this unique way.

Over the next year, the dementia-support program will empower aged care residents across Australia to:

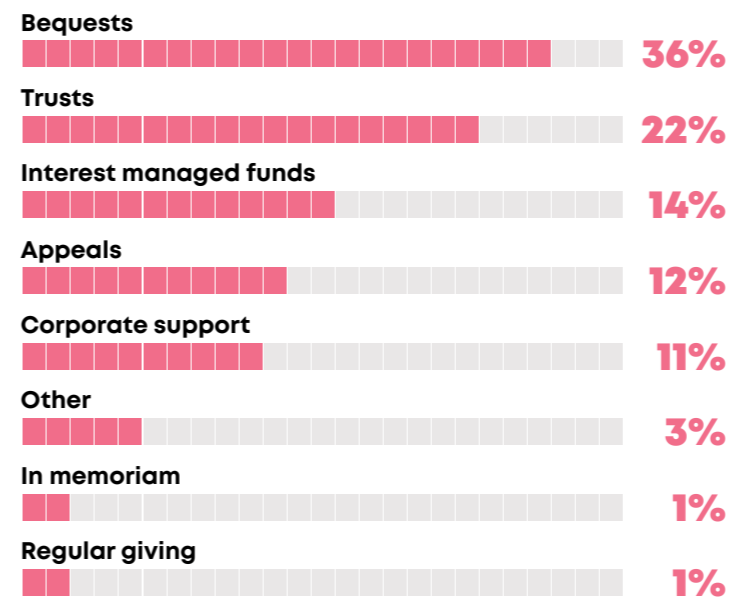
- create a sense of belonging and increase social engagement for people taking part in animal-assisted group therapy sessions
- help aged care residents, like Helen, who are no longer able to care for a pet, connect with a furry friend again
- allow us to conduct research and share our learnings so we can improve care for Australians living with dementia.



In 2022–2023 the HammondCare Foundation raised

\$2,171,844

Donations by income source



Donor support has meant that:

45 end-of-life patients and their loved ones participated in the Dreams Project; personalised, memorable experiences to celebrate a patient's legacy, creating lasting and positive memories for hundreds of loved ones at a time when it matters most.

548 staff, family and friends caring for someone with a life-limiting illness were empowered with the right tools, information and support to help them navigate their final days, thanks to the Last Days program.

200+ clients and patients per week enjoy the rehabilitative and therapeutic benefits of new equipment purchased through the Let's Restore Restorative Care project.

2,976 HammondCare residents enjoyed the independence of complimentary trips to their local communities on donated wheelchair-accessible buses purchased with donated funds. These outings fostered social connections and improved their overall wellbeing.

90 residents experienced the positive spiritual effects of music therapy, notably a reduction of dementia symptoms from hours spent listening to personalised music selections that help them to feel at home and bond with the dedicated team that provides their care.

You can help make a difference

HammondCare champions improving the lives of people in need. Supporting the Foundation helps expand care programs, undertake research and grow services for people who need us most.



Regular giving

Monthly gifts help us plan for the greatest impact and meet unexpected needs for the people we serve.



In memory

Celebrate and remember the life of a loved one by giving a gift in memory. Honouring them extends care to others in need.



Bequest

A Gift in Will, no matter how large or small, will leave a lasting legacy. It's a simple and meaningful way to support the future work of HammondCare.



Partnerships

Together we can achieve so much. Partnerships are vital to our ongoing work. We're keen to talk with individuals, businesses, corporate organisations, and trusts and foundations interested in joining forces to help advance our Mission.



Volunteering

A team of 750 trained volunteers generously offer their time, commitment and skills to enhance the work of HammondCare. **If you'd like to learn more, please visit hammondcare.com.au/volunteer**



LEARN MORE ABOUT THE FOUNDATION AND DOWNLOAD OUR IMPACT REPORT

RESEARCH

Courageous end-of-life care: The Advance Project

With the number of people living with dementia in Australia set to double by 2058, demand for specialised resources to enhance end-of-life quality care is critical. The Advance Project (Dementia) responds to this need.

Advance care planning gives the opportunity to detail end-of-life preferences about future medical care and treatment preferences, particularly in situations where someone may no longer have the capacity to communicate their wishes.

Dementia's progressive nature means it's important to plan ahead, yet until now resources that support this have been limited.

Through free evidence-based training and resources, The Advance Project equips care professionals to facilitate end-of-life discussions with people living with dementia, enabling them to express their care preferences. As cognition continues to decline, these preferences guide care decisions, honouring autonomy, reducing caregiver stress and optimising access to palliative care services.

'Since its August 2022 launch, the uptake of the training and resources across Australia has exceeded expectations. Participants have consistently fed back how they have improved their confidence to talk about this challenging topic,' says project lead Professor Josephine Clayton.

Cherry Ramos, a registered nurse in residential aged care, has found the resources invaluable in her role.

'A resident, with advanced dementia and deteriorating health, had an outdated advance care plan, which indicated he would be transferred to hospital and receive



Jon San Martin and Prof Josephine Clayton from The Advance Project team

all possible interventions to extend life. I was concerned about the potential distress this may cause him and that it might not be what the resident would have wanted.'

'These new resources provided the tools I needed to talk with family members, helping them reflect on what his needs and preferences were for care.'

Through The Advance Project, Cherry felt empowered to support family members, advocate for the resident and have a 'robust discussion' with their family about the next steps.

Funded by the Australian Government, the project's extension to June 2024 will support sustained engagement and enable a comprehensive project evaluation.

FREE RESOURCES AVAILABLE AT **THEADVANCEPROJECT.COM.AU**



Dissemination of The Advance Project across Primary Health Networks



30,000 visits to the website



1,144 accessed dementia resources



436 enrolled in dementia training



FIND OUT MORE ABOUT OUR PROGRAM OF RESEARCH IN HAMMONDCARE'S 2022 RESEARCH REPORT

A ray of hope in the last days of life

Tuan's capacity to live independently began to fade. Battling a life-limiting illness, depression, and struggling to communicate, he withdrew from his loved ones and stopped eating.

But thanks to a pivotal clinical trial, and an award-winning researcher, Tuan's quality of life during his final days was transformed.

Like anyone else, people with advanced life-limiting illness may experience serious depression (major depressive disorder or MDD) and deserve to receive appropriate treatment. But antidepressants are often not prescribed because they take time to become effective, when a patient may only have days or weeks of life remaining.

Palliative Care Staff Specialist, Dr Wei Lee, in collaboration with Braeside Hospital's Palliative Care Director, Dr Amy Chow, explored the benefits of subcutaneous ketamine infusions for treatment of MDD within palliative care settings. His study received the prestigious Cancer Symptoms Trials (CST) Emerging Trialist Award.

'There's stigma around clinical trials for patients who only have a short time to live. But I've seen what it means to give people back some quality of life in those last days



Dr Wei Lee with his prestigious award

and weeks, such as being able to do the things they enjoy and spending time with loved ones,' says Dr Lee.

Tuan's symptoms improved during Dr Lee's study. He ventured outside, regained his appetite and re-engaged with family.

Our commitment to enhancing lives through clinical trials also extends to early-stage dementia and related conditions.

RESEARCH FOCUS FY23

In research, our commitment to the Model of Care continues to shape the sector in complex dementia, palliative and end-of-life care, and positive ageing. Our dedication to innovation led to new insights improving care practices.



56 research projects



70 publications



13 education and awards



7 new grants in 2022

SOCIAL DIVIDEND

Best care for the deepest needs embedded in all we do

Despite a challenging financial context, our social dividend has grown by more than eight per cent to \$43.64 million, up from \$40.1 million in FY22.

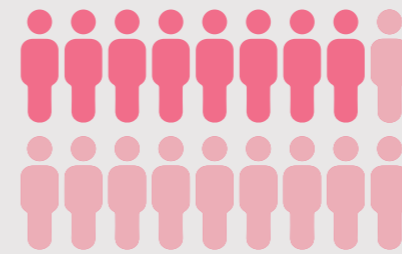
It's a sign that our commitment to going beyond just care – to provide 'best care' – is not optional, it's a part of who we are, embedded in all we do. Social dividend for HammondCare is the collective amount each year that is an expression of pure Mission. It's money we spend on care beyond what we are subsidised to do. It's costs we save the Australian community through innovative, generous and compassionate service delivery.

It's woven through every service, reaching thousands of residents, clients and patients, and in most cases, they don't even know it's occurring. Mission-led, compassion-fuelled and person-focused – that's our social dividend.

Mudyigaali Cottage guest Aunty Pat with Community Care Worker Noah
Photo credit: Dubbo Photo News

\$43.6m mission-led social dividend

Residential Care



44.1% of residents are financially disadvantaged

HammondCare contributes

\$3.9m

to support financially disadvantaged residents



savings to the health and aged care system from cottage model of care

Home Care

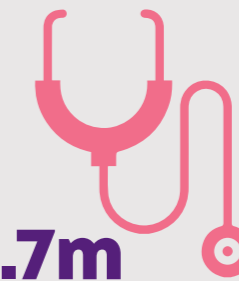


HammondCare provides

\$15.6m

in additional hours, extra case management and discounts on fees

Health



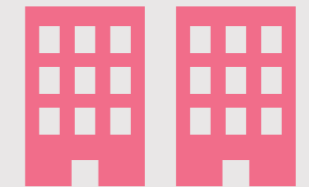
\$2.7m

in additional health services to patients

Homelessness

\$564,000

additional costs caring for older people experiencing homelessness



Research and social support to improve quality of life for people in need

\$1.3m

towards vital ongoing dementia, health and aged care research



\$3.5m

in pastoral care services provided to clients and staff



\$1.1m

investment in volunteer services



SUSTAINABILITY

Shaping our future footprint

We have exceeded our sustainability targets set for the last 12 months, with our biggest saving of renewable energy being the increase in solar production by 20 per cent across 13 locations.

Targets set for 2025–2030 align with United Nations' Sustainable Development Goals and focus on key areas.

Energy efficiency

By 2025 we aim to increase renewable energy output from 14 per cent to 42 per cent, with further increase to 100 per cent by 2030.

Sustainable design

All new capital projects over the next five years to include a tailored sustainability plan with specific operational goals. Payback analysis will be implemented for all new projects, with our target to achieve 5 star NABERS ratings across these sites.

Waste reduction

By 2025 we aim to increase diversion of waste from landfill to 50 per cent; by 2030 our target is 80 per cent.

Hybrid vehicles

Further implementation of environmentally responsible and efficient travel to reach the following targets – by 2025: transition fleet to 50 per cent hybrid; by 2030: transition fleet to 100 per cent hybrid.



Electricity 21% reduction in usage

Electricity consumption has reduced by 21 per cent against our baseline data to 82.04 kW per square metre, exceeding our 2023 goal at 82.91 kW per square metre. Since implementation of our 2018–2023 sustainability strategy there has been a saving of 1,613 tonnes of CO₂.



Water consumption reduced to meet 2023 target

In 2023, water consumption at 1.53 kL per square metre or 12 per cent below baseline level, has continued to reduce, to meet our 2023 target of 1.57 kL per square metre. Digital meter technology and analytics have assisted with tracing excess water usage or water leaks at selected sites.



Solar power increased by 6% to 26%

We've exceeded our 2023 target of 20 per cent solar usage in the past 12 months, currently at 26 per cent. Total solar generated across sites is 1,950,239 kWh, up 6 per cent from last year. Income produced from solar energy is invested directly back into HammondCare services.



Waste 33% diverted from landfill

Our diversion of waste from landfill has exceeded our 2023 goal of 20 per cent for the third year running; 33 per cent of total waste was diverted this year. Strict recycling protocols at building construction stage have been a contributing factor.



Fuel consumption 12% reduction

In the last 12 months we've recorded a 12 per cent reduction in fuel consumption compared to the previous financial year, to 256,177 L across 232 vehicles.

PEOPLE ARE PRECIOUS

Valuing everyone, everywhere

We believe in the value of all people as made in the image of God and as loved by God. We show the same love, with compassion and respect, for all people.

Our Mission goes beyond providing care – we seek to serve, engage and care for, without prejudice and with grace, people from all walks of life. This applies just as much to our team members as to those we care for. In this section, we'll share examples of how we're putting these beliefs into action.

Progress toward reconciliation

Since launching our Reconciliation Action Plan in July 2022, we've made significant progress, including partnering with First Nations organisations such as Bara Barang, supporting young people like Kiarra to complete a two-year traineeship at HammondCare at Home Central Coast NSW.

We've taken steps to acknowledge the lands and languages of the regions where our services are located through our First Nations Local Awareness Posters, developed the First Nations Language Guide in consultation with First Nations Elders, and the Welcome and Acknowledgment of Country Guide.



Central Coast HammondCare At Home team (pictured, with Kiarra front centre)

Your future matters

Our annual all-employee Engagement Survey saw a record-breaking 65 per cent participation this year, a 12 per cent increase from the previous year. As a result, we received the Change Champion Award from our survey provider, acknowledging our commitment to actively listening to our team and driving positive change.

Leadership opportunities are an important focus. A dedicated Learning and Development team and scholarship opportunities are just some of the ways we support professional development. Flexible working arrangements, 14 weeks parental leave, pastoral care and the Employee Assistance Program further contribute to team wellbeing.

Our Domestic and Family Violence Policy ensures that those facing domestic and family violence receive essential assistance. Team members can access 10 days paid leave per year and unlimited unpaid leave, allowing them to prioritise safety, attend court, or seek police support.

Modern slavery

We reject all forms of modern slavery and align our operations with the Australian Government's *Modern Slavery Act 2018*. We've enhanced our procurement policies, introducing mandatory modern slavery questions in tender processes, strengthened feedback mechanisms to facilitate efficient supplier assessments, and we provide targeted training in procurement.

Diversity and inclusion

Our Mission centres on the belief that all individuals, regardless of who they are or their circumstances, are created and loved by God. In our 2023 Engagement Survey, questions about gender equity received high ratings, with 94 per cent responding favourably to 'Gender-based harassment and sexual harassment are not tolerated at HammondCare', and 91 per cent to 'My direct manager genuinely supports gender equality'. Importantly, diversity was consistently identified as one of our top three strengths.

OUR BOARD

Our Board aligns with our Mission, Motivation and Mission in Action.

Like the people we serve, our Board members are diverse in their skills and background. We are fortunate to have such experienced leaders give up their time on a voluntary basis to ensure the best care meets deepest needs.



KOK KONG CHAN
CHAIR
BCom M.Sc (Management)
CPA Australia
GAICD

Kok Kong is a founding Partner of Maritana Partners, a previous Senior Partner at Egon Zehnder and was previously CEO of HeartScan. He's the Chair of the Foundation Committee and of the Board Development and Remuneration Committee – and became a HammondCare Director in 2016 and Board Chair in 2021.



KATE THOMAS
DEPUTY CHAIR
BA LLB

As Special Counsel at Clayton Utz, Kate has more than 25 years' experience in property and commercial law, corporate advisory and managed investments. She joined the HammondCare Board in 2015 and is a member of the Property and Sustainability, Board Development and Remuneration, Association Development, and Quality, Safety and Care sub-committees. Kate became Board Deputy Chair in 2021.



ADRIAN BLAKE
DIRECTOR
B.E. (Civil) (Hons)
MBA MIEAust
CPEng NER

Having held senior executive positions with a number of global and Australian organisations working in Asia-Pacific, the Middle East and UK, Adrian is currently Principal of BlakeGroup Advisory and Engineering. He joined the HammondCare Board in 2018 and is a member of the Property and Sustainability Committee.



GLYNN EVANS
DIRECTOR
B.Arch Dip. Building Construction

A former principal of Allen Jack + Cottier, Glynn has a wealth of experience in designing public, commercial and residential buildings with a focus on health and dementia-specific care homes. Glynn is a Member of the Tara School Council. He joined the HammondCare Board in 2013 and is Chair of the Board's Property and Sustainability Committee.



DR ANNETTE BRITTON
DIRECTOR
MBBS FRACP
GAICD

Annette has lectured at Sydney Medical School and UNSW and been Director of the Medical Assessment Unit and Staff Specialist Geriatrician at RPA Hospital. She's a member of the Audit and Finance, Association Development, and Quality, Safety and Care Committees and has been a Director since 2014.



CARL GUNTHER
DIRECTOR
B. Business Chartered Accountant
GAICD

Carl retired as a partner of KPMG in 2019. He's a Director of Anchor RE (Christian SRE in Schools) and a Finance Committee member for the NSW Aboriginal Land Council. Carl joined HammondCare as a Director in 2020 and is on the Audit and Finance, Foundation, and Association Development Committees.



LINDA JUSTIN
DIRECTOR
RN BN MBA MSc (Coach Psych)
GAICD

Linda is a Director of Just Impact, the Commonwealth Association for the Ageing (CommonAge) & MTC, having consulted and held senior management roles across health and human services. Linda is a casual lecturer with the Faculty of Health at UTS where Linda is completing a PhD. Linda joined the Board in 2020 and is Chair of the Quality, Safety and Care sub-committee.



ROBYN LANGSFORD
DIRECTOR
BCom Chartered Accountant
GAICD

A partner at KPMG. Robyn works with the Australian mid-market focusing on family groups and private businesses across a diverse range of sectors. Robyn rejoined the HammondCare Board in 2012 and is Chair of its Audit and Finance Committee and a member of the Board Development and Remuneration and Foundation Committees.



MIKE BAIRD AO
CHIEF EXECUTIVE OFFICER
BA Econ Dip CS

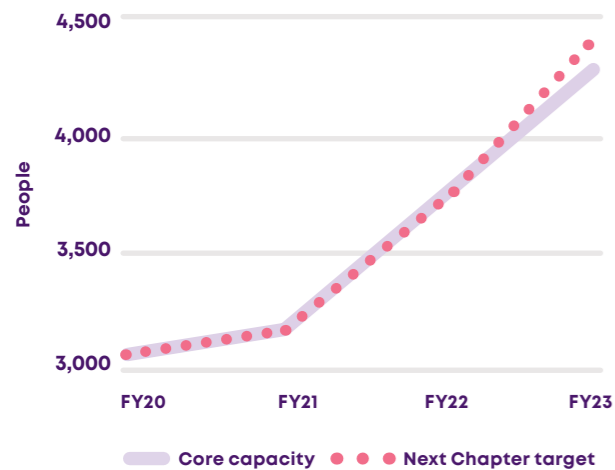
Mike was appointed CEO in September 2020, and was previously a National Australia Bank executive team member (2017–2020), 44th Premier of NSW (2014–January 2017), and NSW Treasurer (2011–2014), representing Manly. He is Chair of Cricket Australia and on the Board of Future Generation Australia. He is an ambassador for Bear Cottage, Southern Youth Family Services and the McKinnon Prize in Political Leadership.

OPERATIONAL INSIGHTS

We believe in the value of every person

Our relationship-based approach to care is at the heart of what we do.

We're on track with our 2025 Next Chapter Strategy to increase care by 100 per cent for those with complex needs.



Our Mission in Action

95% of residents and clients say: 'HammondCare staff respect who I am.'

95% of residents and clients say: 'HammondCare staff are caring.'

91% of residents say: 'The care and support I receive nurtures my spiritual and emotional wellbeing.'

Partnering in Care 2023 survey: Residential and Home Care

Our team go above and beyond

5,321 full-time, part-time and casual staff as at 30 June 2023.



Workforce shortages across the economy are driving high attrition

HammondCare is not immune from the workforce shortages and we have seen attrition at 28 per cent in 2023.

HammondCare supports the Work Value Case to deliver a 15 per cent award-wage increase for frontline workers in July 2023. These changes are expected to positively affect attrition.

86% Employee engagement score, an improvement of 4% over FY22

94% of our team say: 'I believe in the values of HammondCare.'

94% of our team say: 'Gender-based and sexual harassment are not tolerated at HammondCare.'

93% of our team say: 'I like the kind of work I do.'

Safety and wellness are a priority

Our 'Taking Care is Our Business' program has representatives at every location and we continue to expand our employee wellness programs. These initiatives have resulted in residential care workers' compensation expense ratio to staff costs being 1.6 per cent – well below the industry average of 2.2 per cent.

StewartBrown FY23 Survey

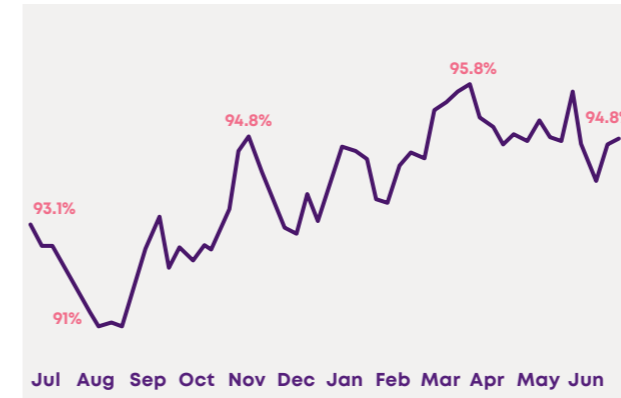
How we keep our finger on the pulse

Occupancy in care homes

HammondCare: 94%

All homes sector average: 91%

StewartBrown FY23 Survey

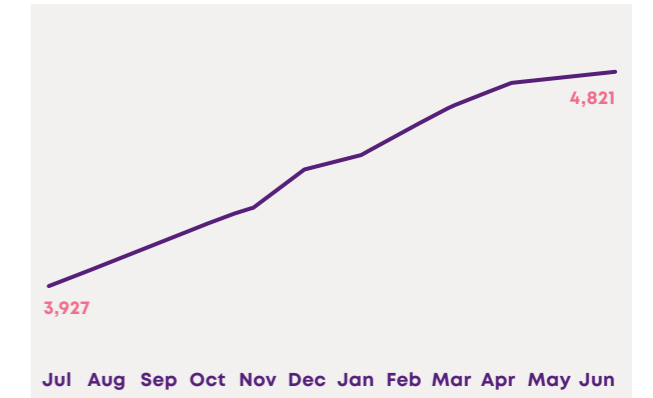


Home Care packages growth

HammondCare: 23%

NSW Home Care sector growth: 16%

GEN agedcare data: March 2023



Sector benchmarks

18% more care minutes per resident per day
Sector average is 190 minutes, HammondCare provides 225 minutes

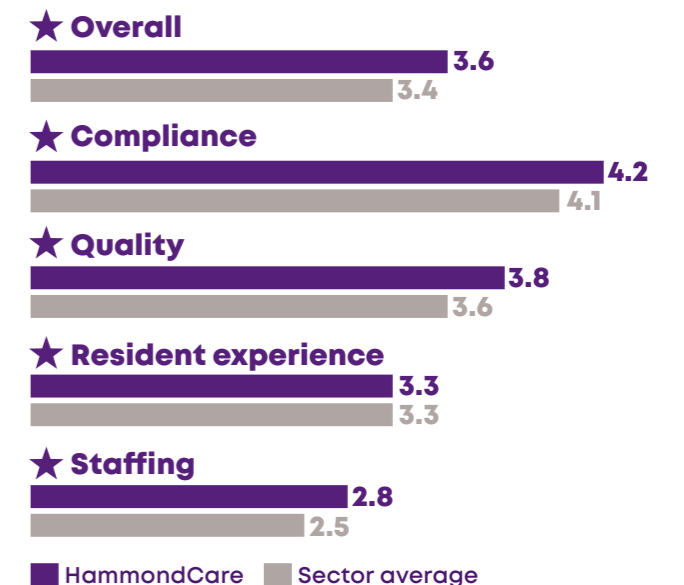
\$14.64 per resident per day on food
Sector average spend per resident per day on food is \$13.58

StewartBrown FY23 Survey

Making an informed choice

The Star Ratings System for residential aged care was officially launched by the Department of Health in December 2022. The new rating system provides key performance information so prospective residents and families can make an informed choice about their care.

In the first six months (January–June 2023), HammondCare was above the sector average in the compliance, quality, and staffing categories and on par with the sector for residential experience.



FINANCIALS

Another challenging year with turnaround underway

Total revenue grew 11% to **\$477m**

Higher occupancy rates following COVID-19 and higher subsidies saw Residential Care grow by 13 per cent to reach revenue of \$175m. HammondCare At Home also grew strongly – up 14 per cent – and achieved revenue of \$147m due to the increased number of Home Care packages managed. Our business is well positioned to continue the trend of growth across the portfolio. In FY24 Residential Care will benefit from the opening of the new Daw Park care home in Adelaide.

	FY23 \$M	FY22 \$M	INCREASE \$M	INCREASE %
Residential Care	175.5	155.5	20	12.9%
HammondCare At Home	146.9	129.1	17.8	13.8%
Health	67.9	61.8	6.1	9.9%
Other	87.1	82.4	4.7	5.7%
Total	477.4	428.8	48.6	11.3%

Our underlying net deficit for FY23 was \$22.5m, compared to \$18.1m for FY22

FY23 was another challenging year. StewartBrown Chartered Accountants reported in their quarterly benchmarking that 64 per cent of residential homes made an operating loss (March 2023 Survey). In FY23 COVID-19 continued to impact services, especially the first half when severe staff shortages drove higher overtime and agency costs added to financial stress.

During FY23, HammondCare recorded an Underlying Net Deficit of \$22.5m, compared to an Underlying Net Deficit of \$18.1m for FY22. This loss was driven by Residential Care and HammondCare At Home. The Federal Government is reimbursing eligible COVID-19 costs; however, amounts claimed/accrued of \$5.7m and not approved for payment by 30 June by the government have been excluded from income in line with accounting standards.

The Residential Care business finished the year with a deficit of \$16.7m, an improvement of \$0.8m over the previous year, reversing a trend of declining results. Management has a robust

plan to restore the Residential Care business to surplus. Additional funding starting from 1 October 2024 will support increased care minutes to 215 per resident per day, aligning with HammondCare's Model of Care and reflects our commitment to meet or exceed care standards. To meet mandated nurse minutes, we'll need to hire more nurses, a significant challenge due to the Australian nurse shortage. Occupancy levels have rebounded to pre-COVID-19 levels at approximately 96 per cent, surpassing the sector average of around 91 per cent.

HammondCare At Home recorded a deficit of \$7.7m for FY23 (FY22 deficit \$3.3m) in line with the decline in the overall sector, driven by the severe shortage of care workers and high levels of attrition. We've restructured the business, including a voluntary manager redundancy program, reducing overhead costs. FY24 shows strong service hours and lower attrition.

Our strong balance sheet provides stability in these trying times

The financial position of HammondCare remains strong as we continue the prudent and responsible approach to managing the Balance Sheet. To finance capital expenditure, we have borrowed \$45m from the ANZ Bank against our facility of \$90m.

We maintain a self-imposed prudential reserve, which is premised on it being able to readily fund the replacement of the largest asset and/or repay residential liabilities, in the event of a significant adverse event.

HammondCare has total liquid assets (cash, cash held on term deposit, managed fund assets) as at 30 June 2023 of \$121m, to apply against our prudential reserve.

In FY23, HammondCare's total assets increased by \$90m, achieving total assets of \$1,068m. This increase is attributable to higher debtors and fixed assets.

Our total liabilities increased by \$88m, reaching \$763m. The increase in total liabilities is attributable to an increase in borrowings and an increase in Refundable Accommodation Deposits liabilities from higher occupancy.

As a result of movements in assets and liabilities above, HammondCare had Net Assets of \$306m, an increase of \$2m.

\$2m increase in assets to **\$306m**

	FY23 \$M	FY22 \$M	INCREASE \$M	INCREASE %
Total assets	1068.3	978.8	89.5	9.1%
Total liabilities	762.7	675.2	87.5	13.0%
Net assets	305.7	303.6	2.1	0.7%

Sustainable cash flow to invest for the future

Capital expenditure **\$66m**

HammondCare generated earnings before depreciation and amortisation (EBDA) of \$5m in FY23.

From a financial accounting perspective, the cash outflows from operating activities was \$8m (FY22: \$17m outflow).

During FY23 the Group has continued to invest for the future with total capital expenditure of \$66m.

Continued net inflows of accommodation deposits and entry contributions (\$35m), resulted in HammondCare finishing FY23 with \$70m bank debt and a cash-on-hand balance of \$5m (FY22 Cash Balance \$11m).

	FY23 \$M	FY22 \$M	INCREASE \$M	INCREASE %
Underlying net (deficit)	-22.5	-18.1	-4.4	-24.3%
Capital expenditure	66.3	67.3	1.0	1.5%

The hands that bring care for the people who matter

It's our frontline teams that personally bring the best care for the deepest needs. And it's not just because it's their job.

Our focus in finding the 'best people' is to look for alignment to our Mission, and then we work hard to make sure they are 'highly valued' through training, scholarships, benefits and recognition.

Our team is a testament to diversity in every sense – diverse in background, age and experience. It's a dedicated team comprising care workers, support team members, clinicians, allied health professionals, nurses, volunteers, pastoral care experts and so much more.

We celebrate our frontline teams, and everyone who supports them. They are the driving force behind our success and the reason we continue to make a difference.

Thank you, team, for your exceptional service and unwavering dedication.

SUZANNE walks side by side with those caring for a loved one at the end of their life





Stay connected:

 facebook.com/hammondcare

 twitter.com/hammondcare

 youtube.com/hammondcare

 instagram.com/hammond_care

 linkedin.com/company/hammondcare

Level 4, 207B Pacific Highway, St Leonards NSW 2065
Phone 1300 426 666 **hammondcare.com.au**

ABN 48 000 026 219

HammondCare is an independent Christian charity.

Our cover is a snapshot of the breadth of passion and experience of our care (from left to right):

Fern, HammondCare At Home

Fiona, Volunteer Services

Suzanne, Health and Hospitals

Richard, Pastoral Care

Professor Josephine, Research and The Palliative Centre

Nishan, Residential Care

Honeyleen, Dementia Support Australia